

**ANNEX A**

Overall lead: Lawrence Wong, Deputy Prime Minister & Minister for Finance			
Pillar	Description	Pillar Leads*	
<b>Empower:</b> Economy and Jobs	To empower every Singaporean to have lifelong employability in a more competitive economy amidst an uncertain world.	Tan See Leng	Minister for Manpower & Second Minister for Trade and Industry
		Ng Chee Meng	Secretary-General, National Trades Union Congress
		Koh Poh Koon	Senior Minister of State, Ministry of Manpower & Ministry of Sustainability and the Environment
<b>Equip:</b> Education and Lifelong Learning	To equip every Singaporean with the opportunity to thrive, grow and realise their aspirations, regardless of their starting point in life.	Chan Chun Sing	Minister for Education
		Zaqy Mohamad	Senior Minister of State, Ministry of Defence & Ministry of Manpower
		Tan Kiat How	Senior Minister of State, Ministry of Communications and Information & Ministry of National Development
<b>Care:</b> Health and Social Support	To enable every Singaporean to lead a dignified and fulfilling life, and to better care for themselves and for others around them.	Ong Ye Kung	Minister for Health
		Masagos Zulkifli	Minister for Social and Family Development, Second Minister for Health & Minister-in-charge of Muslim Affairs
		Indranee Rajah	Minister, Prime Minister's Office, Second Minister for Finance & National Development

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<b>Build:</b> Home and Living Environment	To transform our living environment, and to build a more liveable home for all who stake their futures here.	Desmond Lee	Minister for National Development & Minister-in-charge of Social Services Integration
		S Iswaran	Minister for Transport & Minister-in-charge of Trade Relations
		Josephine Teo	Minister for Communications and Information & Second Minister for Home Affairs
		Sim Ann	Senior Minister of State, Ministry of Foreign Affairs & Ministry of National Development
<b>Steward:</b> Environmental and Fiscal Sustainability	To foster a more sustainable way of life that stewards our resources responsibly for future generations.	Grace Fu	Minister for Sustainability and the Environment
		Tan Chuan-Jin	Speaker of Parliament
		Chee Hong Tat	Senior Minister of State, Ministry of Finance & Ministry of Transport
<b>Unite:</b> Singapore Identity	To grow our sense of belonging to Singapore, our commitment to citizenship and our sense of mutual responsibility towards each other.	Edwin Tong	Minister for Culture, Community and Youth & Second Minister for Law
		Maliki Osman	Minister, Prime Minister's Office, Second Minister for Education & Foreign Affairs
		Janil Puthucheary	Senior Minister of State, Ministry of Communications and Information & Ministry of Health

\* The Pillar Leads will involve other political office-holders to widely engage with all stakeholders in the course of their work.

**ANNEX B**

<b>Translations for Forward Singapore</b>	
<b>Chinese</b>	新加坡携手前进
<b>Malay</b>	Melakar Hala Tuju Singapura
<b>Tamil</b>	முன்னேறும் சிங்கப்பூர்